

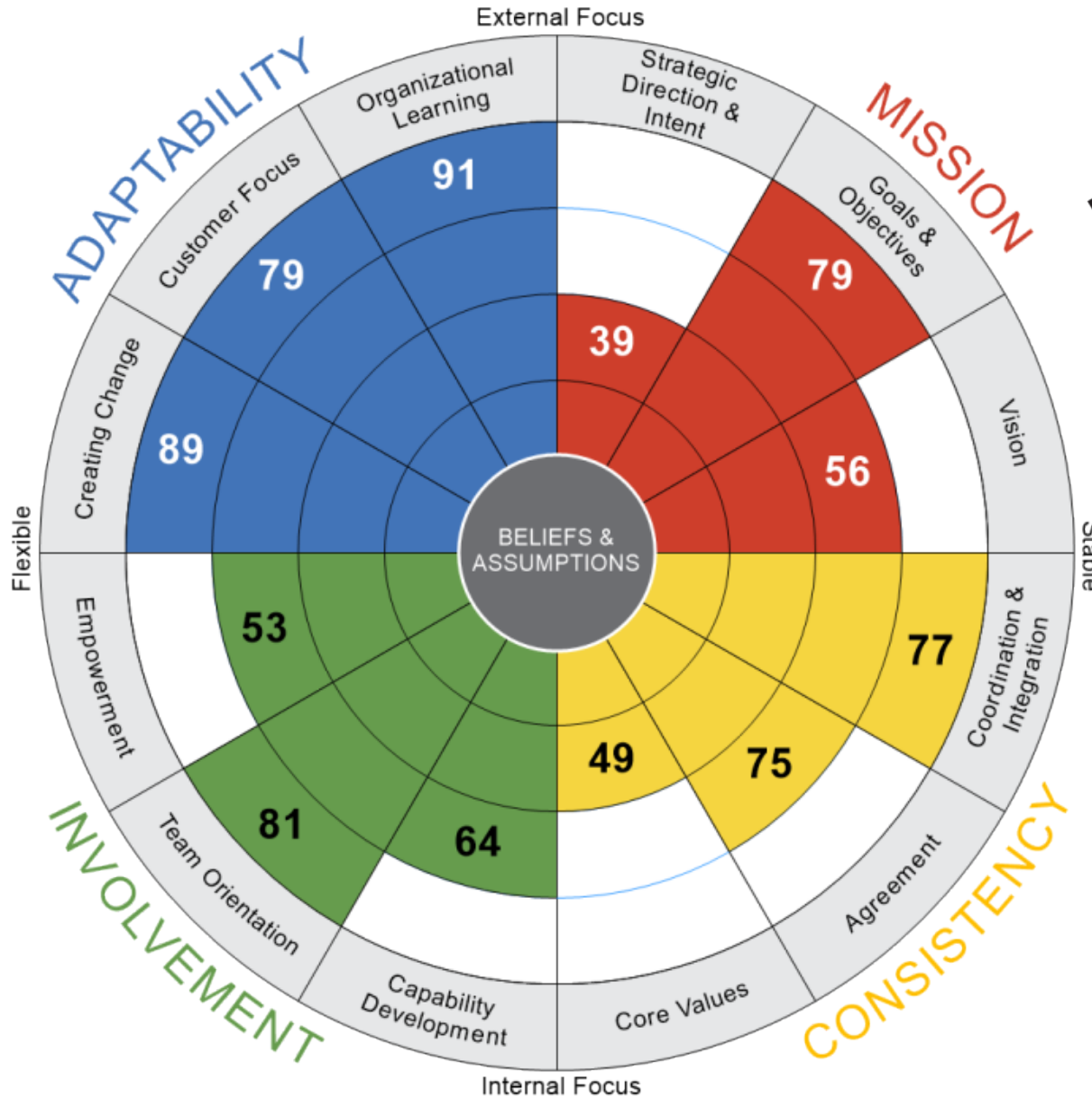


Denison Website

Organizational Culture Survey

Overall





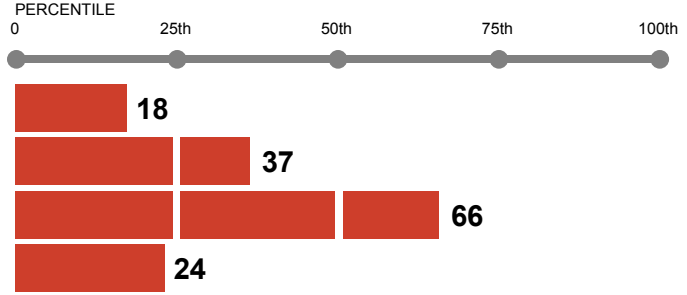
Overall



In this organization...

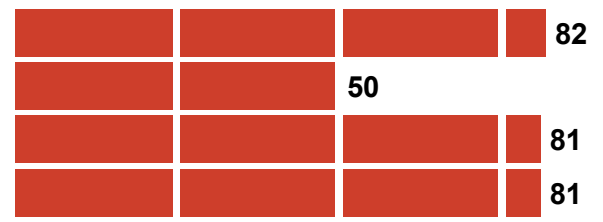
Strategic Direction & Intent

- There is a long-term purpose and direction.
- Our strategy leads other organizations to change the way they compete in the industry.
- There is a clear mission that gives meaning and direction to our work.
- There is a clear strategy for the future.



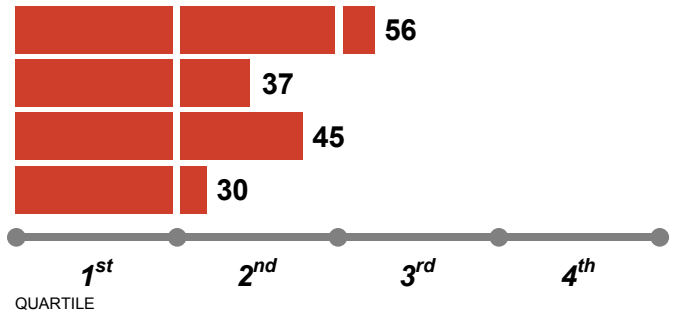
Goals & Objectives

- There is widespread agreement about goals.
- Leaders set goals that are ambitious, but realistic.
- The leadership has clearly stated the objectives we are trying to meet.
- We continuously track our progress against our stated goals.



Vision

- We have a shared vision of what the organization will be like in the future.
- Leaders have a long-term viewpoint.
- Our vision creates excitement and motivation for our employees.
- We are able to meet short-term demands without compromising our long-term vision.

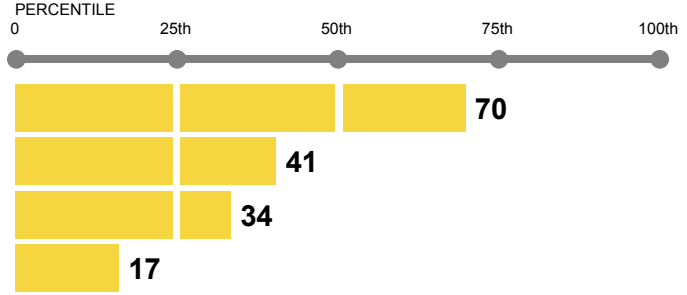




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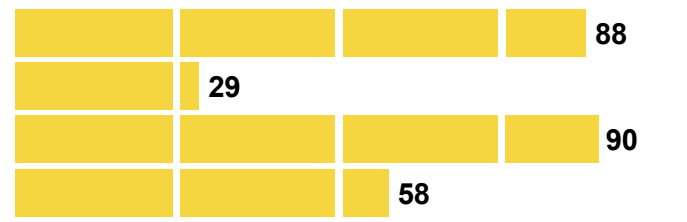
Core Values

- The leaders and managers "practice what they preach."
- There is a clear and consistent set of values that governs the way we do business.
- When people ignore core values, they are held accountable.
- There is an ethical code that guides our behavior and tells us right from wrong. -



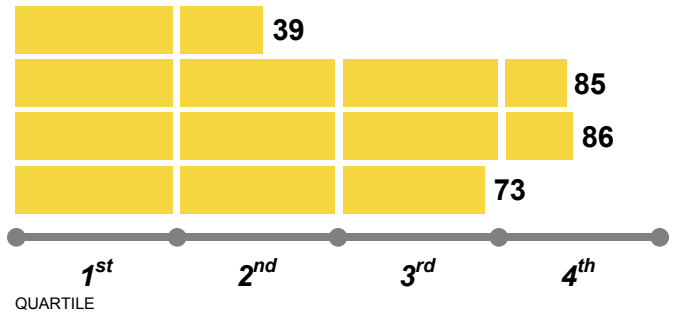
Agreement

- When disagreements occur, we work hard to achieve "win-win" solutions.
- There is a clearly defined culture. -
- It is easy to reach consensus, even on difficult issues. +
- There is a clear agreement about the right way and the wrong way to do things.



Coordination & Integration

- Our approach to doing business is very consistent and predictable.
- People from different parts of the organization share a common perspective.
- It is easy to coordinate projects across different parts of the organization.
- There is good alignment of goals across levels.

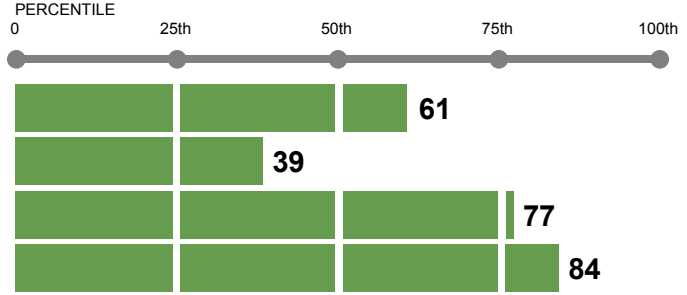




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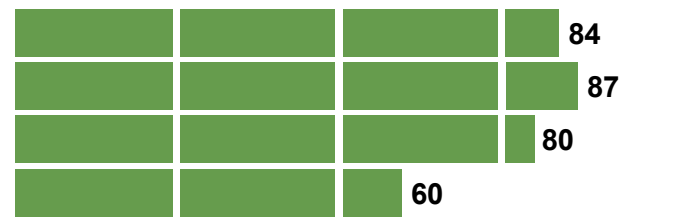
Empowerment

- Decisions are usually made at the level where the best information is available.
- Information is widely shared so that everyone can get the information he or she needs when it's needed.
- Everyone believes that he or she can have a positive impact.
- Business planning is ongoing and involves everyone in the process to some degree.



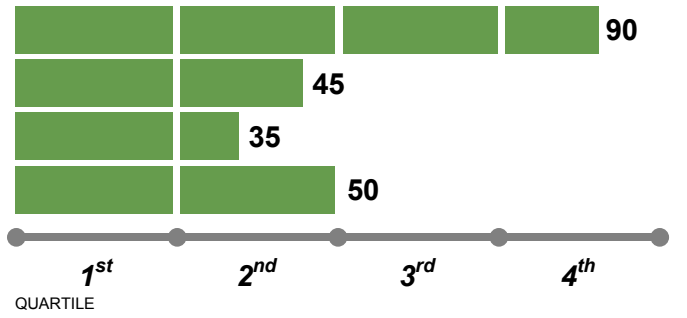
Team Orientation

- Cooperation across different parts of the organization is actively encouraged.
- People work like they are part of a team.
- Teamwork is used to get work done, rather than hierarchy.
- Work is organized so that each person can see the relationship between his or her job and the goals of the organization.



Capability Development

- Authority is delegated so that people can act on their own.
- The "bench strength" (capability of people) is constantly improving.
- There is continuous investment in the skills of employees.
- The capabilities of people are viewed as an important source of competitive advantage.

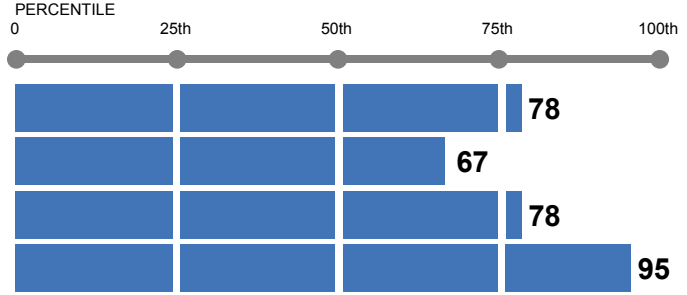




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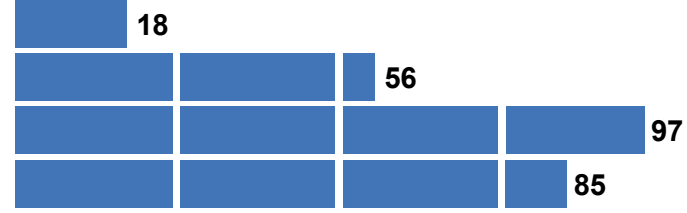
Creating Change

- The way things are done is very flexible and easy to change.
- We respond well to competitors and other changes in the business environment.
- New and improved ways to do work are continually adopted.
- Different parts of the organization often cooperate to create change. +



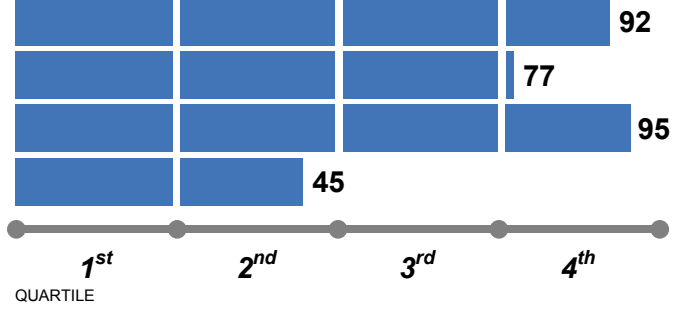
Customer Focus

- Customer comments and recommendations often lead to changes. -
- Customer input directly influences our decisions.
- All members have a deep understanding of customer wants and needs. +
- We encourage direct contact with customers by our people.



Organizational Learning

- We view failure as an opportunity for learning and improvement. +
- Innovation and risk taking are encouraged and rewarded.
- Learning is an important objective in our day-to-day work. +
- We make certain that everyone is informed about what is going on across the organization.



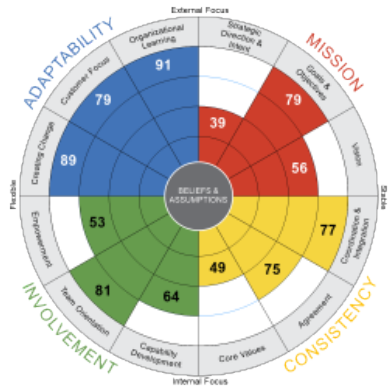
Highest & Lowest Scores

Overall

In this organization...

HIGHEST SCORES

- 97** All members have a deep understanding of customer wants and needs.
- 95** Different parts of the organization often cooperate to create change.
- 95** Learning is an important objective in our day-to-day work.
- 92** We view failure as an opportunity for learning and improvement.
- 90** It is easy to reach consensus, even on difficult issues.



LOWEST SCORES

- 17** There is an ethical code that guides our behavior and tells us right from wrong.
- 18** Customer comments and recommendations often lead to changes.
- 18** There is a long-term purpose and direction.
- 24** There is a clear strategy for the future.
- 29** There is a clearly defined culture.